

# The DEScriber



## Quality Counts Moments of Truth

Page 12

Visit Us on the Web  
[www.de.state.az.us](http://www.de.state.az.us)

## Career Achievements/ Retirements

Page 10

### Inside

2

**Director's Column**

3

**Substance Abuse Program**

4

**Employees of the Year**

6

**Top Of The News**

8

**New Hire Report**

9

**Mandatory Training**

11

**Bragging Writes**

### In Brief

We recognize  
and reward  
quality and  
teamwork.

## Expanded

# Medical Coverage for qualified Arizona Residents

Proposition 204 is one of the largest operational projects that DES has ever undertaken

In the 2000 General Election, the voters of Arizona passed Proposition 204, which provides that proceeds from the tobacco manufacturers lawsuit settlement will be used to pay for expanded medical coverage for qualified Arizona residents through AHCCCS. This proposition expands medical coverage to include individuals with income equal to or less than 100% of the Federal Poverty Level (FPL). AHCCCS anticipates that this change will enable one hundred eighty-five thousand more Arizona adults to gain access to health insurance coverage.

On May 7, 2001, Governor Jane Dee Hull signed the Senator Andrew Nichols Comprehensive Health Insurance Coverage Act (SB1577), named in honor of the late senator from Tucson in recognition of his many efforts in the health care field. This Act transfers the responsibility for medical eligibility determination from Arizona's Counties to the Arizona Department of Economic Security/Division of Benefits and Medical Eligibility/Family Assistance Administration. The effective date of the transfer is October 1, 2001. However, the legislation also provides that, if necessary, DES may enter into Intergovernmental Agreements with the Counties to allow the Counties to continue to perform eligibility determinations for up to one year (through September 30, 2002). AHCCCS will continue to determine eligibility for the aged, blind, and disabled populations; for KidsCare; for the Arizona Long Term Care System (ALTCS); and for the Premium Sharing Program.

## DES Tuition Assistance Program Established

Director John Clayton has announced the establishment of an educational assistance program for DES employees and the creation of an office in the Division of Employee Services and Support (DESS) to oversee the program. This new program is structured to provide prepayment of tuition fees for all eligible employees to attend accredited institutions, to participate in distance learning education and can also be used for classes taken on an individual basis. The courses do not necessarily have to relate to an employee's current position or to the attainment of a degree.

Information on the guidelines, eligibility criteria and the approval processes can be obtained by contacting the Educational Tuition Assistance Office in DESS at (602) 229-2731.

Director Clayton and members of the DES Executive Management Team encourage employees to take advantage of the program. It is felt that this will not only provide an opportunity to enhance employees' knowledge and skills but will also result in increased customer and job satisfaction.

## Director's Column

*By: John L. Clayton*

One of the Guiding Principles in the Department's Strategic Plan is "Continuous Improvement is the Cornerstone of Our Agency". Under this principle we seek to consistently challenge the status quo to improve services by making them more efficient, effective and responsive to our customers' changing needs. We continually examine our own process and adapt other best practices to improve our policies and programs. As we seek to sustain DES as a high performing organization in the midst of long term changes, I recently arranged for a leadership institute for members of the Executive Team entitled "Leadership for High Performance". The three day interactive session was presented by the American Public Human Service Association (APHSA). APHSA is a Washington, D. C. based organization that interacts with human service agencies at the state and local levels throughout the country.



Some of the key presentations at the institute reviewed the leadership functions in high performance organizations. The sessions focused on setting boundaries, setting directions, pulling leadership functions together to attain high performance goals and developing key competencies at the individual, team and organizational levels. One of the most interesting presentations dealt with the identification of leadership challenges and what is referred to as "gap analysis". Once an organization's strengths and aspects of high performance are identified then we can analyze any gaps in how we are performing today and can begin to anticipate changes to respond to future challenges. This process will help us determine what key competencies are necessary to assist our employees to become more effective in delivering the services provided to our clients.

This institute was also presented to the members of PACE in July and then will be shared with District Program Managers later in the fall. Arrangements are underway to provide "Train the Trainer" sessions so that this same information can be shared with employees throughout DES. This will provide opportunities for staff at all levels to participate in the action plans and implementation of necessary actions in an effort to determine where we are today and where we want to be in the future as we seek more effective ways to accomplish our mission.

## Continuous Improvement is the Cornerstone of Our Agency.

## Substance Abuse Treatment Program

**THE**

Division of Children, Youth and Families (DCYF) is implementing a substance abuse treatment program for families reported to Child Protective Services or who are receiving TANF benefits, in partnership with Department of Health Services (DHS), Division of Benefits and Medical Eligibility (DBME), Division of Employment and Rehabilitation Services (DERS) and community stakeholders.

A high level steering committee chaired by Jodi Beckley, Governor Hull's Policy Advisor, has guided the process along with a Program Implementation Team. The team is comprised of a number of DES programs, the courts, advocates and stakeholders.

In the past few months, nineteen community meetings were held across the state to identify community needs. The program goals are to enable families to successfully provide care for their children to ensure permanency and to enable TANF recipients to maintain stable employment. An RFP was issued last year and the program started in March, 2001.

Any questions about this program should be directed to Dr. Henry Radda, Program Administrator, DCYF. He can be reached at: (602) 542-3907.

## DDD Offers New Options In Case Management

**THE**

Division of Developmental Disabilities is launching a new Case Management Pilot after receiving approval from the federal Health Care Financing Administration. The pilot will be implemented in three areas of the state, the Western Area of District I and all of Districts II and VI. Any individual who is eligible for services from the Division may participate in the pilot.

The pilot will make various options in case management (support coordination) available based on family or individual choice. The options include a Division staff person, a contract agency staff person, an individual under contract, and a family member or the consumer of services. These choices will be available starting in June.

**204** from page 1

Director John Clayton is excited about this opportunity for DES to participate with AHCCCS and the Department of Health Services in such a broad expansion of health care coverage to so many newly eligible Arizona adults. DES management is committed to effecting a smooth transition that ensures continuity of medical coverage for current participants, is sensitive to the concerns of all affected DES and county employees, and recognizes the interests of all of the Department's many different stakeholders.

The implementation of Proposition 204 is one of the largest operational projects that DES has ever undertaken. The Act provides that every county employee who is employed in the eligibility process and who wishes to transfer to state service will be offered state employment. Moreover, DES has recognized that this change in responsibilities is an excellent opportunity to streamline, consolidate, and simplify the eligibility determination process for several state and federal medical programs. The implementation is planned to occur in two phases. Coverage will be expanded to include qualified parents of eligible children, effective July 1, 2001. Effective October 1, 2001 all qualified Arizona adults whose income is at or below 100% of the FPL will be eligible. Deputy Director Bruce Liggett and Vince Wood, Assistant Director (DBME), are providing leadership within DES for the Prop. 204 Project, which is benefitting from the efforts of many individuals throughout DES.

When AHCCCS and FAA complete the definition of the eligibility requirements for this expanded coverage, that information will be made available to you. For more information on the project, contact Terry McMahon, Project Manager, at (602) 542-3788.

# DES Pride Employees of the Year for 2000

## **Donna Branch-Gilby, Division of Employee Services and Support**

"Donna has demonstrated to be a team player by readily sharing her competencies and knowledge on any subject. Her longevity with DES brings a necessary perspective concerning agency initiatives. Her contributions to training and leadership are clearly recognized by her division. Donna has been successfully handling the training needs in the southern part of Arizona. She was the first Training Officer to chair a district quality council. Donna you are an excellent worker and an asset to DES."

## **Maria Perez, Division of Aging and Community Services**

"Maria demonstrates high initiative, cooperation, professionalism and the ability to perform her tasks in an exceptional manner. She is well liked by her co-workers and always displays team spirit, never hesitating to work on her own time without being asked, if it means getting the job completed on schedule. During the absence of other support staff, Maria handles whatever assignments are requested without complaint even if she is under an extremely heavy workload. Without a doubt, Maria is an exceptional employee, always goes beyond the expectations of her position. She has a commitment to our clients, staff and her community. Thank you Maria."

## **Vonnie Baldwin, Division of Benefits and Medical Eligibility**

"Vonnie has committed herself to improving services to both customers and to the staff. She is always willing to assist her team to ensure that the job gets done effectively and efficiently. Vonnie is very patient and weighs all the factors before rendering a decision. She is a Quality Champion and lead of the Empower Management Team. Under her direction, Vonnie has taken the food stamp timeliness and accuracy from 68.18% to 91.2%. She initiated various methods for recognizing staff accomplishments such as monthly awards for timeliness and error free cases."

## **Loretta Munoz, Division of Employment and Rehabilitation Services**

"Loretta performs her job with a positive attitude that is almost contagious. In addition to her regular duties, she has assisted the District V program managers prepare for evening community presentations, developed an invitation letter and ensured they are mailed to over 200 community leaders in the district. She was responsible for transferring information from different sources to be used in the Powerpoint presentations and was present at the evening meetings to set up equipment and serve as timekeeper-that after a full day of work. Loretta is a remarkable person and tremendous employee."

## **Benny Tarber, Division of Business and Technology Services**

"Benny is always looking for ways to better serve his customers and at the same time improve processes within Cost Allocation. He does an outstanding job recognizing and recruiting talented individuals, as well as training, monitoring and motivating his staff. He continues to demonstrate his commitment to his staff's professional growth. The successes that were realized this quarter were the result of many things Benny has worked hard to achieve over a period of time. His professionalism and his commitment to his staff, his customers and to quality service are deserving of recognition ."

# Congratulations

2000 from page 4



## Andy Wangrycht, Division of Child Support Enforcement

"Andy developed the recently issued Centralized Payment Processing Desk Aid Contact Page and Unit Function. This two-sided information page is probably the most efficient information guide ever produced by the Division. Andy listed contacts for most finance functions and contact units for each. Included are phone numbers, SYSM IDs, and fax numbers. This two page guide on durable laminated neon green paper makes it easy for all users to know who to contact for various reasons. Andy has done an outstanding job. His attitude is consistently positive even when facing extreme challenges. We should have more people like Andy around. He is an asset to our DES and the user community."

## Wendy Rosenberg, Division of Children, Youth and Families

"Dedicated, tenacious and a caring case manager you put a great deal of effort and heart into everything that you undertake. You are a diligent worker who instills in everyone a sense of duty and responsibility. You regularly work nights, weekends and holidays to ensure that the needs of the children in your area are met. You have developed a community support network for clients and you assist your co-workers in obtaining the needed community services. You are continually praised by your co-workers, the courts and providers for your dedication and caring for the children of Arizona. You are an asset and a valuable resource to the Division of Children, Youth and Families."

## Ben Levine, Division of Policy and Program Development

"Ben is considered to be an expert on Arizona's Welfare Reform system and has been able to respond at a moment's notice in providing critical information and facts to the Director's Office, Governor's Office and legislators. Ben's leadership has kept staff from various DES programs up-to-date on all activities involved with welfare reform, both from the federal level as well as the state level. This has not been an easy task but Ben always remains positive and willingly accepts added responsibilities."

## Beth Sanders, Division of Developmental Disabilities

"Beth's dedication to her duties goes beyond the daily activities on the job. She has great passion for our work and complete dedication to our values. She has been an advocate of a change in our state law regarding the death penalty and people with mental retardation. She has taken time to become informed on these and other public policy issues relevant to our work. Beth never ceases to look for ways to expand her knowledge and understanding for our field. She participates in value based training wherever it is available. Beth is an outstanding employee of the division. She certainly deserves the honor of Employee of the Year."

## William (Bill) Stravia, Division of Developmental Disabilities, Employee of the Third Quarter in 2000.

"Bill always takes time to make a positive comment about the work that we do. He answers all the questions directed to him. Bill is a prime example of open lines of communication. This is the backbone of support and encouragement for his staff. Bill's leadership, and his strong commitment to his work and staff are a good example of teamwork, producing quality and confidence. Whenever each of his staff need to facilitate a meeting, he is there to assist. His knowledge, encouragement and enthusiasm has had an overwhelming impact on performance and quality. "



# TOP OF THE NEWS

## HUD and DES Strengthening Opportunities for Self-Sufficiency

**THE** U.S. Department of Housing and Urban Development and the Arizona Department of Economic Security continue their efforts to work with local governments in assuring that the linkages between them are strengthened to provide opportunities for self-sufficiency for low income families who reside in federally assisted housing and receive temporary assistance for needy families (TANF).

HUD and DES signed a memorandum of agreement in December, 2000 and are looking forward to signing local agreements in eight targeted areas by September, 2001. HUD and DES began their efforts in the City of Glendale and now have entered into work groups with the City of Phoenix and Maricopa County housing departments.

The Arizona Department of Economic Security (DES), Department of Housing and Urban Development (HUD), the City of Phoenix and Maricopa County housing departments recently signed an Intergovernmental Agreement at the Grant Park Community Center, 701 South 3rd Avenue in Phoenix. Given the strong city economy coupled with the creation of joint strategies and task forces and focused planning initiatives area leaders feel that "a not to be missed window of opportunity for staking a claim to a better quality of life" is now. Community leaders believe their time has come and HUD, DES and the local government partners are working together with these leaders to help residents realize their dreams through opportunities for self sufficiency.

## Smart Energy Usage

In Support of Governor Hall's Executive Order, Smart Energy Usage, as it relates to Facilities Operations and Information Technology Equipment, DES implemented a new smart energy usage procedure from summer through September of 2001.

Thermostat settings were increased by two degrees. Employees were instructed to reduce the use of all lighting that will not affect productivity, health or safety. Also, employees were instructed to turn lights off when out of the office for more than one hour or at the end of each day and weekends.

Moreover, employees were instructed to turn off copiers, printers, personal computers, monitors, network computers, peripheral devices and other office equipment when not in use for over an hour.

Questions with regard to this issue should be directed to Assistant Director Karl Matzinger at:

**Phone: (602) 271-0099**

**E-mail: [kmatzinger@mail.de.state.az.us](mailto:kmatzinger@mail.de.state.az.us)**

**SYSM: OBF.MATZING**

# TOP OF THE NEWS

## Arizona Family Builders



State of Arizona's Family Builders program has been selected as a semifinalist for the Innovations in American Government Awards.

The Family Builders program is an innovative public/private partnership providing an alternative response to families with low or potential risk of child abuse/neglect reports. After triage by CPS, community providers provide a family centered assessment and a continuum of services to families.

Fifteen finalists will be named from the pool of semifinalists in September. Innovations in American Government is an awards program of the Institute for Government Innovation at the John F. Kennedy School of Government at Harvard University. The program is administered in partnership with the Council for Excellence in Government, and is funded by the Ford Foundation.

## Arizona Family Support Council Awards



Arizona Family Support Council held their annual conference in Tucson to address issues of great importance to the child support community. This was the first year awards were presented to outstanding individuals who work with the child support program in Arizona. The County Partnership Award was presented to Albert Lemke and Andy Wangrycht of the Division of Child Support Enforcement (DCSE); Judy Bushong, Maricopa County Clerk of the Court, received the Clerk of the Year Award; Attorney of the Year was presented to Leslie Luckach, Pima County; Attorney Beverly McConnell received the Program Outreach Award; the President's Awards were presented to David Sands of the Arizona Office of The Courts; Lynn Lagergred, Pima County, Line Staff Worker of the Year; Manager of the Year was presented to Elizabeth Alegria, Pima County; and the Distinguished Service Award was presented to Kim Gillespie, Arizona Assistant Attorney General, Section Chief Council for Child Support. DES wishes to congratulate each of these distinguished individuals that work so hard to make the lives of Arizona's children better each day.

## DDD Diversity Survey

**By: Georgia Alvarez**

A year ago, Division of Developmental Disability employees overwhelmingly responded to the Division's diversity survey. Of the 1,500 Division employees surveyed, 1,000 responded. As a result, a Diversity Council was created to begin addressing the issues identified as the greatest concerns and to act as advisory support to the Division Management Team and staff.

The Council has begun to address the following issues:

- What can the Division do to better tap the potential of our employees?
- What can be done to improve the degree to which employees feel they are being treated with respect as a professional?
- What can be done to create an environment in which people of color can be successful?
- What can be done to increase the degree of openness in communications within each unit?

The Council's plan for achieving improvements began with including employees as a part of the Division's Mission and Values. Consequently, the Mission and Value Statement will include that the Division values: "An environment rich in diversity, in which each employee is respected and has the opportunity to reach their optimal potential." An "EMBRACE DIVERSITY" poster has been created and should be in every Division office. In addition, tuition reimbursement and coaching and monitoring programs are on the way to being implemented.

## New Hire Reporting

Since the implementation of Arizona's new hire reporting requirement, the program has produced tremendous results. From October, 1998 through March, 2001, the results are as follows:

<b>New hire reports received from employers:</b>	<b>3,215,230</b>
<b>Reports matched to a child support case:</b>	<b>119,216 (3.7%)</b>
<b>Income withholding orders generated:</b>	<b>49,671</b>
<b>Collections:</b>	<b>\$9,357,355</b>

In May, 2000, a monthly data match was implemented to compare new hire data with Unemployment Insurance (UI) data.

From May, 2000 through March, 2001 the results of this match are as follows:

<b>UI benefits overpayments established:</b>	<b>396</b>
<b>UI benefits overpayments detected:</b>	<b>\$85,053</b>

The success of Arizona's New Hire Reporting Program is due to employers' participation and compliance with Arizona Revised Statutes 23-722.01 and Section 313, Personal Responsibility Work Opportunity Act of 1996, 42 U.S.C. 653A which requires all employers to report each new and rehired employee to the State Directory of New Hires.

For more information on new hire reporting or to get the "new" New Hire Reporting Form, please visit their website at: <http://www.az-newhire.com> or call the New Hire Reporting Center at: (602) 340-0555 or toll free at: 1-888-282-2064.

Thank you for helping us support Arizona's children.

## Division of Employee Services and Support

The Office of Audit and Management Services (AMS) provides internal auditing, provider audits, management consulting, process improvement projects, data security, and other special projects for DES Management. In addition, the office assists DES in assuring all providers meet their requirements to complete the Single Audit.

AMS recently completed a follow-up to a monitoring project that reviewed the contractual obligations of MAXIMUS and DES as related to Arizona Works. This follow-up review was to ascertain if the prior recommendations had been implemented. AMS also recently completed a nine-month Pilot Project which initiated a Title XIX eligibility unit within the Comprehensive Medical and Dental Program (CMDP). The goal of the unit is to maximize federal funding for CMDP, while diminishing the use of state funds, where possible. This will allow for greater use of state funds in other areas of CMDP for client services.

The Office of Data Security (ODS) within AMS is responsible for supporting data sharing and access rights of entities and agencies outside DES. ODS also ensures that appropriate DES staff receive access to automated applications maintained by other agencies. ODS responsibilities include coordination of the Security Planning Team, security reviews, security representative training and updating policy, procedures, and practices.

## DES Employee Earns 'Cool Woman' Award

Vivian Hartless with Adult Protective Services in the Parker office was nominated for the 'Cool Woman' award sponsored by Romance Classics cable network last fall. Her nomination was based on her years of tireless community service in the fields of elder abuse, domestic violence and volunteerism with at-risk children.

She says she believes more women should volunteer for community service because of their empathetic and nurturing qualities. "I think women can move mountains. We can do a lot."

She adds, "If aging is not your issue, it will be. Our children are our future, but our elders are our link to the past."



# OMD Mandatory Supervisor Training

**By: Tony Lazok**

The Office of Organization and Management Development (OMD), in partnership with the DES Executive Team, Partners in Action, Change and Excellence (PACE) and the Division and District training liaisons have spearheaded efforts to support the ongoing development of agency supervisors through continuous learning opportunities.

In support of a legislative mandate to provide all supervisors in state government with essential training, a series of OMD courses which meet required learning objectives have been scheduled at numerous times and locations throughout the state. Mandatory supervisor training includes the following courses:

- **ADA: Management's Responsibility**
- **EEO: Principles and Practices**
- **ESTEEM: Supervisor's Responsibility**
- **Motivation and Recognition**
- **Positive Discipline**
- **Preventing Sexual Harassment**
- **Selecting the Best**
- **Ethical Issues in the Public Sector**

Director John Clayton has directed that all DES supervisors complete the mandatory training program on or before **September 1, 2001**.

OMD is in the process of setting up several conference-style sessions in multiple locations in Maricopa County (District One) during July and August to accommodate staff needing to complete training requirements. Confirmed dates and locations for this training will be announced shortly.

OMD congratulates all staff that have completed the mandatory supervisor training program and thank them for their demonstrated commitment to excellence through continuous learning. Ms. Mary Werne and the Office of Accounts Receivable and Collections (OARC) team have the honorable distinction of being the first unit whose entire body of Supervisors and Managers completed the training program.



## **OARC staff are first to complete training.**

### Front Row (Left to Right):

Vijay Kumar, Julie Rioux, Jo Ann Lynn,  
Diane Golla-Paszt, Dorothy Hanford

### Back Row (Left to Right):

Terri Estes, Barbara Ontiveros, Jose  
Pineda, Mary Werne, Carlos Verdugo

# Career Achievements

## 20 Years:

Michele Colla, DCYF; Christine P. Connally, DDD; Gregory F. Hayes, DCYF; Charles E. Schwarz, DESS.

## 25 Years:

Linda J. DePew, DBTS; Richard A. Lehner, DDD; Alma R. Lopez, DERS; Virginia A. Puchacz, DDD; Eloisa M. Thoreson, DDD.

## 30 Years:

Sonia C. Lopez, DERS; Jose Medina, DERS; Rebecca Montes, DERS; Raymundo Saiz, DBME.

# Retirements

Mary Y. Begay	DBME	13 Years of service
Anson D. Yazzie	DBME	15 Years of service
Jean Hutton	DDD	19 Years of service
Sally Thomas	DBME	19 Years of service
Martha L. Maio	DBTS	21 Years of service
Nora J. Murphy	DBME	10 Years of service
Harriett Orrel	DCYF	22 Years of service
Elidia Walker	DDD	12 Years of service
Margaret C. Dybeck	DCSE	19 Years of service
Dwayne C. Kase	DERS	16 Years of service
Susan Schuster	DDD	19 Years of service
Pauline J. Simotti	DCYF	17 Years of service
Melissa Bird	DBTS	25 Years of service
Paul A. Delgado	DBME	27 Years of service
Virginia M. Lopez	DBME	17 Years of service
Marilyn Lagesse	DBTS	27 Years of service

*Quality* from page 12

it was to find our office.

What are the *moments of truth* you can think of for your program and for the clients you serve? Which of those are in your control? What can you do to ensure they create a positive impression of your program?

Carlzon warns that *moments of truth* must be managed. If they're not, our level of customer service will deteriorate. *Moments of truth* at first are neither positive nor negative. However, they can become *moments of misery* or *moments of magic*.

In managing *moments of truth*, it is important that we concern ourselves not only with our external customers (clients), but also with our internal customers (other DES employees). Managing *moments of truth* so

that they are *moments of magic* for internal customers is just as important as managing them for our clients – our external customers.

Someone once wrote: “*The road to external customers is paved with internal customers.*” This means that those of us who don't have direct contact with clients, have an impact on those employees who do interact with the clients. How well we manage the *moments of truth* with our internal customers will have a direct impact on how well they, in turn, manage their *moments of truth* with the external customers – DES clients. Even though you may not see the connection readily, what you do for another DES employee and how you do it, will ultimately have an impact on the clients that employee serves.

Some *moments of truth* that your internal customers might experience include how you answer the telephone, how you request information from them or how your workspace looks when they come by. What other *moments of truth* can you think of for your internal customers?

Take the time to think about the *moments of truth* that your customers – internal or external may experience when dealing with you. What can you do to make them *moments of magic*, rather than *moments of misery*?

# Bragging Writes



## To Maria Medina, Division of Benefits and Medical Eligibility, Kingman

"I just wanted you to know what a wonderful, caring and professional person you are. I went to your office very depressed and unhappy about my decision to move to Parker from another state. I had nothing, no money and food. I was hoping to see the light. When I expressed that to you and the fact that I have four children to feed, you did all that you could to help me. I walked out of the office with a smile on my face. Through you I figured that there are still great people in this world. Thank you."

D.L.

## To Cecilia Romero, Division of Employment and Rehabilitation Services, Tucson

"Cecilia has gone above and beyond in her efforts and has done so much for me in this great time of need. I have been through a very trying time with my illness and disability all of which Cecilia has been very understanding and helpful. If it had not been for her guidance and compassion I do not think that I could have achieved the level of rehabilitation that I have. I was thinking that I could not do anything productive or be a useful tool in the work force anymore. Cecilia kindly guided me to the right solutions. I will forever be grateful and thankful that she was and is my counselor. If there ever was a counselor who gives her all and is knowledgeable and compassionate, it is Cecilia."

J.C.

## To Sheila Cruz, Division of Employment and Rehabilitation Services, Phoenix

"Special thanks to Sheila. I have enjoyed my conversations with you and appreciate the patience shown to me through the Trade Adjustment Assistance (TRA) process. I would like to express my sincere appreciation and gratitude for TRA's generosity. This program has enabled me to redefine my career goals and properly align my qualifications to meet those goals. Without this program I would not have been able to financially manage an ASU MBA education, which has positioned me to earn slightly more than 90% of my salary. Thank you Sheila for all your help."

D.S.

## To Jane Malone and Tammy Skelly, Division of Employment and Rehabilitation Services, St. Johns

"Jane and Tammy have been there for every need of my family. These two workers saved my life and the lives of my girls. I am very happy to say I am employed now through the Department of Corrections. I am very proud to have had the pleasure to know Jane and Tammy. Jane and Tammy have gone out of their way for my family and myself. These two workers return every call I ever made. I had my car repossessed a month ago and I needed to sign some vouchers at the DES office, which is seven miles from where I lived. Jane went out of her way to drive to my house after her long day at work so I could sign the vouchers. The State of Arizona and DES should be proud of these two individuals for making Arizona a great place to live."

R.C.



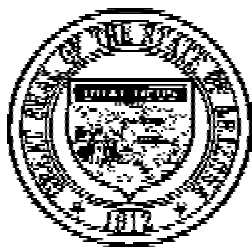
Arizona Department of Economic Security

The Arizona Department of Economic Security is dedicated to promoting the well-being and self-sufficiency of individuals and families through the delivery of quality integrated services. Published for employees by the Office of Communications.

Send articles and comments to  
Nali Giliana, Editor  
1717 W. Jefferson  
Site Code 050Z-1  
Phoenix, Arizona 85007  
(602) 542-2552

E-mail: [ngiliana@mail.de.state.az.us](mailto:ngiliana@mail.de.state.az.us)

DES is an Equal Opportunity  
Employer/Program.  
Available in alternative format.  
(602) 229-2720  
TTY: Arizona Relay Service



Jane Dee Hull, Governor  
John L. Clayton, Director

Arizona Department of Economic Security  
1717 W. Jefferson, Site Code 050Z-1  
Phoenix, AZ 85007

# Quality Counts Moments Of Truth

By: Gloria Diaz

Have you ever walked into a Starbucks Coffee Shop? Regardless of whether or not you're a coffee lover, what's the first thing you experience the moment you walk into Starbucks? It might be the aroma of the coffee brewing. It might be the upbeat music playing in the background. Or, it might be the physical environment – the carpeting, and the furniture. All of these things that you might experience can create either a positive or a negative impression of Starbucks. The various aspects of Starbucks that you might experience upon walking through the door each represent a *Moment of Truth*.

The concept of *Moments of Truth* was developed by Jan Carlzon, President of Scandinavian Airlines and popularized in the book *Service America*, by Karl Albrecht and Ron Zemke.

A *Moment of Truth*, as defined by Carlzon, is “An episode in which a customer comes into contact with any aspect of the company, however remote, and thereby has an opportunity to form an impression.”

Our clients have many *moments of truth* when they come into contact with DES programs. Some of the more obvious *moments of truth* are the appearance of the lobby area, how they are greeted and how easy or difficult it is to complete an application. Some of the less obvious *moments of truth* are how we answer the telephone when a client calls, how easy or difficult it was for a client to find the right phone number to call, or how easy or difficult

See *Quality* | Page 10